Washington State Department of
Labor & Industries

Human Resource Management Report

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	Ultimate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & performance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments & requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in development opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Washington State Department of Labor & Industries

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Washington State Department of
Labor & Industries

Labor and Industries embraces the elements of this HR management report. Our strategic plan includes a number of objectives aimed at increasing measures of accountability, strategic alignment, performance-based decisions, more effective performance reviews and hiring practices based on achievement, not perception.

In order to

Plan & Align Workforce
- L&I has adopted core competencies for all positions.
- We have a database of position-specific skills, abilities and competencies.
- We are working to integrate that database into HR processes for recruitment, classification, and performance appraisal.

Hire Workforce
- Average time to fill a vacant position is dependent upon many things, however our average time is 26.6 days over the period July 1, 2006 to December 31, 2006, 2006.
- L&I has identified critical job classes for recruitment priority. We are analyzing turnover in critical classes for patterns and solutions.
- We are training supervisors to assess candidates based on successful performance.

Deploy Workforce
- Sick leave use at L&I is below the statewide average.
- Wellness is a priority at L&I.
- Workforce resources are studied regularly and re-distributed as needed, with less regard for divisional boundaries.

Develop Workforce
- L&I has conducted its first Supervisory Skills Conference, the first event in its Leadership Development Program.
- We are also developing guidelines for succession plans for critical program tasks.
- We are reviewing tuition reimbursement policies and career planning as development tools.
- L&I is using individual development plans for all employees.
- Our Training and Development staff use competency-based curriculum development.

Reinforce Performance
- L&I is using a performance appraisal process based on core competencies and strategic expectations, tied to agency goals. The process requires individual development plans for each employee.
- We are developing a system for reliably tracking when evaluations are due, and when they are completed.

Ultimate Outcomes
- We are studying turnover and survey results to make L&I a "destination workplace."
- We are monitoring turnover in critical classes, and fashioning succession and career plans to cure.
- Diversity is among our core competencies.

Workforce Management Expectations

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Percent supervisors with current performance expectations for workforce management = 98.4%*

*Based on 379 of 385 reported supervisors.

Data as of June 30, 2007
Source: L&I HR Café Data

Analysis:

- L&I has 385 positions with supervisory duties included in their job descriptions.

- 379 of those positions have updated descriptions that include or reference L&I core competencies for supervisors.

- L&I Leadership competency #5 is People Management, and includes workforce management.

- Defining accountability and managing risk by and through other people is the theme of L&I's Supervisory Skills Conference.

- 140 (36%) supervisors have been trained specifically on workforce management skills.

Action Steps:

- Another 140 supervisors will attend the October 2007 Skills Conference.

- Specific developmental opportunities in workforce and succession planning, selection and hiring, and performance management are offered through L&I and DOP.

- Future reports will indicate the percentages of division supervisors trained.

Washington State Department of Labor & Industries

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Management Profile

WMS Employees Headcount = 135

Percent of agency workforce that is WMS = 4.9%

Managers* Headcount = 144

Percent of agency workforce that is coded as Manager* = 5.3%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- L&I target percentage of agency workforce that is WMS = 4.9%

- **Action Steps:**

- WMS vacancies require analysis, justification and approval to fill.
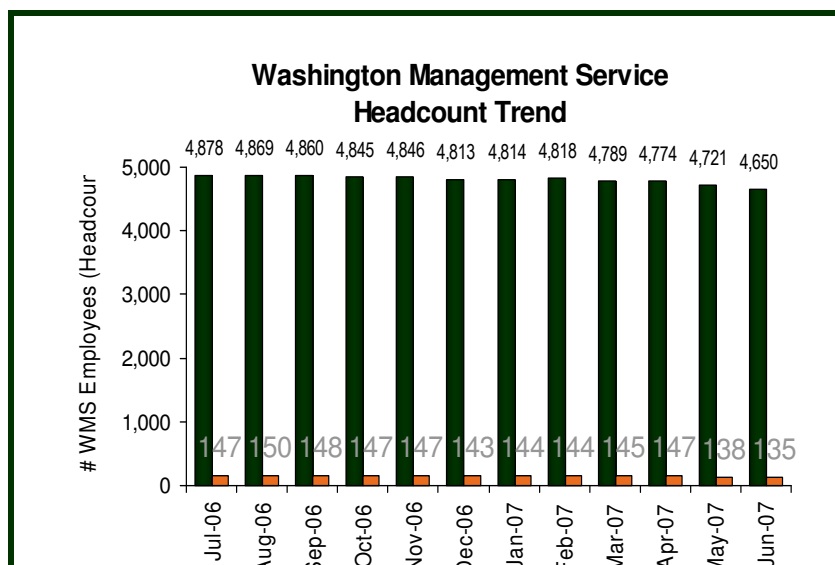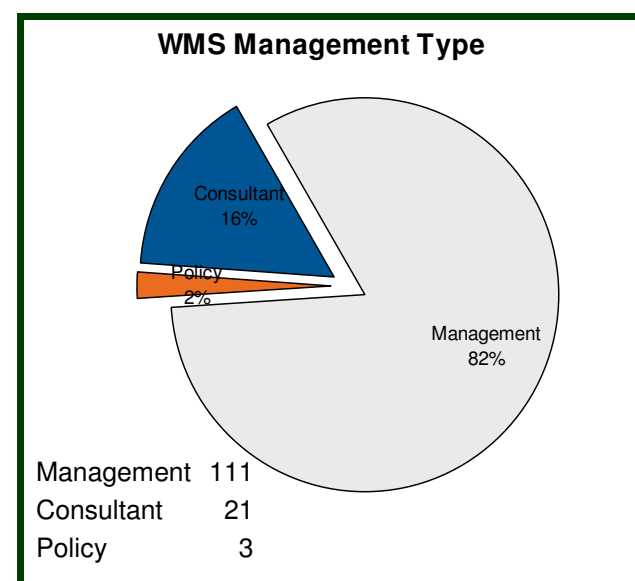
Washington Management Service Headcount Trend

Month	# WMS Employees (Headcount)	WMS
Jul-06	4,878	147
Aug-06	4,869	150
Sep-06	4,860	148
Oct-06	4,845	147
Nov-06	4,846	147
Dec-06	4,813	143
Jan-07	4,814	144
Feb-07	4,818	144
Mar-07	4,789	145
Apr-07	4,774	147
May-07	4,721	138
Jun-07	4,650	135

Data as of June 30, 2007
Source: DOP Business Warehouse report

WMS Management Type

Management 82%
Consultant 16%
Policy 2%

Management	111
Consultant	21
Policy	3

Washington State Department of
Labor & Industries

Current Position/Competency Descriptions

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

---

Percent employees with current position or competency descriptions = 98.5%*

*Position descriptions less than two (2) years old, based on 2,450 of 2,487 reported employee count.

Applies to employees in permanent positions, both WMS & GS

Data as of June 30, 2007
Source: L&I HRTS, paper records, competency database

Analysis:

- 2,450 position descriptions have been updated with, or incorporate, agency core competencies.

- **Individual** position-specific competencies are on file for 1,850 positions in the general service.

- Agency core competencies appear in all performance evaluation documents.

- Position-based and project competencies are included in performance evaluation forms.

Action Steps:

- Expansion and automation of the competency database is planned for the first year of the 2007-2009 biennium.

- Institution of a new competency-based performance evaluation form and process, July 1, 2007.

- Under competencies, supervisors report the current status of position descriptions, and update as necessary.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
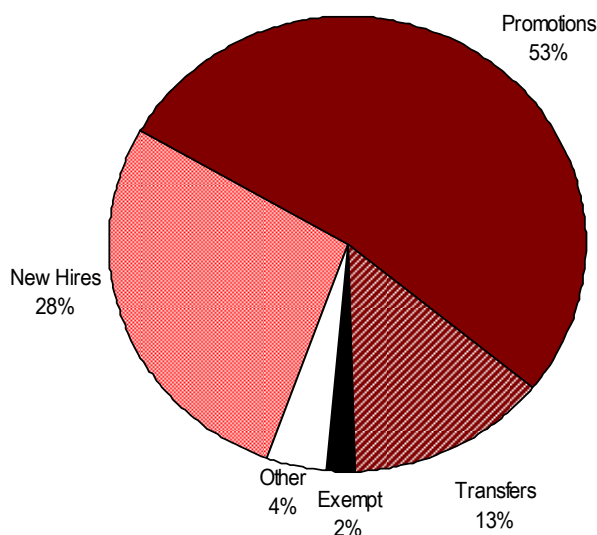
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average number of days to fill*:	28.7
•Average number of days to recruit:	8.2
•Average number of days to hire:	21.5
Number of vacancies filled:	350

*Equals # of days from creation of the requisition to job offer acceptance

Time Period: 07/01/2006 – 06/30/2007

Analysis:

- L&I's "days to fill" measure continues to be just over 1/3 of the industry average of 78 days.

- Candidate quality is not measured.

Action Steps:

- Determine appropriate measures for candidate quality and report.

- Explore technology solutions to reduce the assessment time.

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

   This information is not yet available.

Time Period: 07/01/2006 – 06/30/2007

Data as of 6/30/2007
Source: L&I Recruitment Data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Analysis:

- 2 to 1 ratio of promotional movement to new hire activity.

Action Steps:

- Develop and incorporate promotional strategy into career and succession planning.
- Continue to develop and employ promotional recruitment strategies for critical job classes.
- Assess candidates based on predictors of future success.
- Research and analyze candidate sources to determine the need for a shift from promotional focus to "outside focus."

Types of Appointments

Promotions 53%

New Hires 28%

Other 4%

Exempt 2%

Transfers 13%

Total number of appointments = 714

Time period = [month/year] through [month/year]

Includes appointments to permanent vacant positions only; excludes reassignments

"Other" = Demotions, re-employment, reversion & RIF appointments

Data as of June 30, 2007
Source: DOP Business Warehouse report

Separation During Review Period

Probationary separations - Voluntary	10
Probationary separations - Involuntary	5
Total Probationary Separations	*15*
Trial Service separations - Voluntary	9
Trial Service separations - Involuntary	0
Total Trial Service Separations	*9*
Total Separations During Review Period	**24**

Time period = July 1, 2006 through June 30, 2007

Washington State Department of Labor & Industries

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Percent employees with current performance expectations = 87.8%*

*Estimate based on 2,184 of 2,487 reported employee count. Applies to employees in permanent positions, both WMS & GS

Data as of June 30, 2007
Source: L&I HRTS

Analysis:

- Based on available information, this is a 12.6% increase over May 2007.

- Effective July 1, 2007, L&I instituted several changes to systematize the collection and reporting of evaluation data:

  - Updated the evaluation data screen in Human Resource Tracking System;

  - Required all evaluations to be completed between July 1 and September 30 each year;

  - Simplified form and process.

- Due dates for interim or special evaluations are now tracked in HRTS.

- **Data as of October 15 indicate a completion rate of 96.7%.**

- **Action Steps:**

- L&I has altered evaluation due dates to require all annual evaluations due between July 1 and September 30 each year, effective July 1, 2007.

- First cycle reports due in Spring 2008.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Do employees have the day-to-day support needed to enable successful job performance?

Q4. I know what is expected of me at work. (4.3)
| 1.00% | 0.00% | 36.00% | 52.00% | 1.00% |

Q1. I have opportunity to give input on decisions affecting my work. (3.5)
| 9% | 13% | 27% | 30% | 21% | 0% |

Q2. I receive the information I need to do my job effectively. (3.8)
| 2% | 6% | 16% | 52% | 24% | 0% |
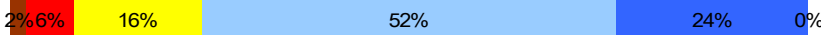
Q6. I have the tools and resources I need to do my job effectively. (3.8)
| 2% | 6% | 15% | 49% | 28% | 1% |
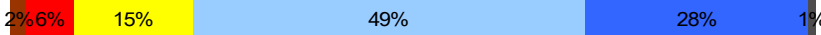
Q7. My supervisor treats me with dignity and respect. (4.3)
| 4% | 5% | 8% | 23% | 57% | 3% |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance. (3.7)
| 7% | 10% | 19% | 29% | 33% | 3% |

Q9. I receive recognition for a job well done. (3.3)
| 11% | 15% | 26% | 25% | 22% | 1% |

Data as of April 2006
Source: Statewide Employee Survey

Overall average score for Productive Workplace Ratings: 3.9

Analysis:
• 88% of respondents indicate knowledge of what's expected of them at work.
• 76% say they get the information they need to perform effectively.
• 84% say they are treated with dignity and respect.
• Two areas for focus are: opportunities for input and recognition.

Action Steps:
• Study and apply effective recognition programs by public-sector employers.
• Actively involve employees in work-assignment decisions through dialog on expectations and key results.
• Follow-up survey, Fall 2007.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

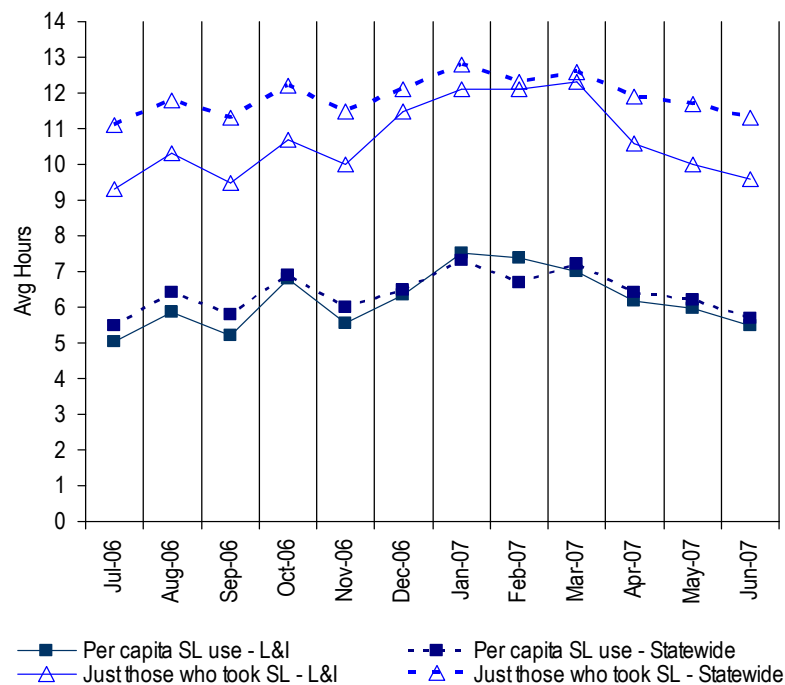Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

Legend: — Avt OT Hrs - L&I — Avg OT Hrs - Statewide
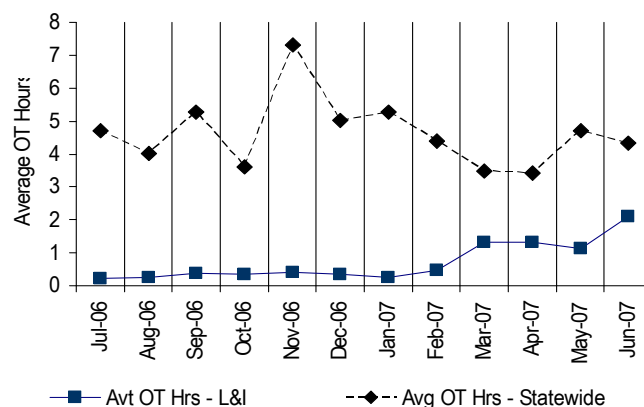
Overall agency avg overtime usage – per capita, per month: 7.12

% Employees Receiving Overtime *

Legend: — Pct EE's w/OT - L&I — Pct EE's w/OT - Statewide
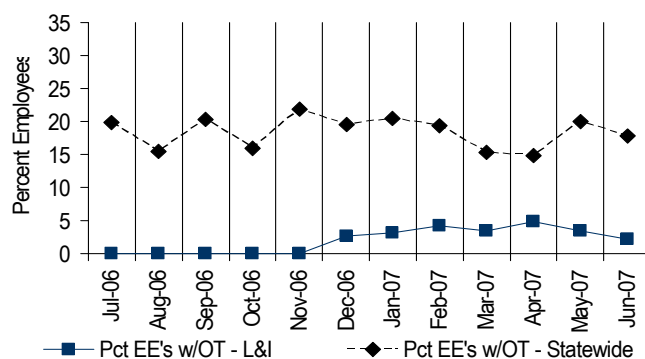
Overall agency avg employees receiving overtime per month: [XXX]%**

Data as of June 30, 2007.
Source: DOP Business Warehouse Report

Overtime Cost - Agency

Month	L&I	Statewide
Jun-07	$205,572	$5,701,142
May-07	$99,691	$5,168,254
Apr-07	$126,278	$4,031,225
Mar-07	$117,878	$4,097,201
Feb-07	$41,980	$5,468,547
Jan-07	$16,313	$5,507,926
Dec-06	$23,668	$5,387,793
Nov-06	$31,204	$7,738,313
Oct-06	$23,338	$4,377,165
Sep-06	$31,713	$8,306,795
Aug-06	$17,919	$6,615,390
Jul-06	$19,893	$6,678,728
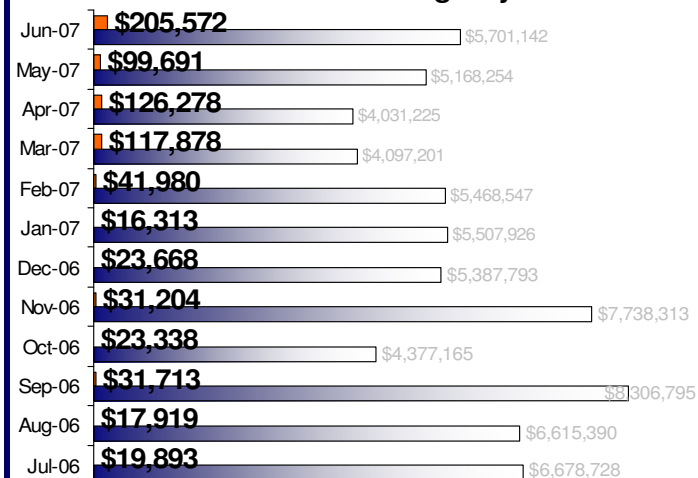
Analysis:

- L&I's overtime costs are well below the state average.

- Increased overtime spending in Mar – Jun '07 is due to the Orion project.

- Changes in overtime eligibility for some information technology workers may increase L&I's overtime costs.

Action Steps:

- Continue to monitor overtime hours used and associated costs.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

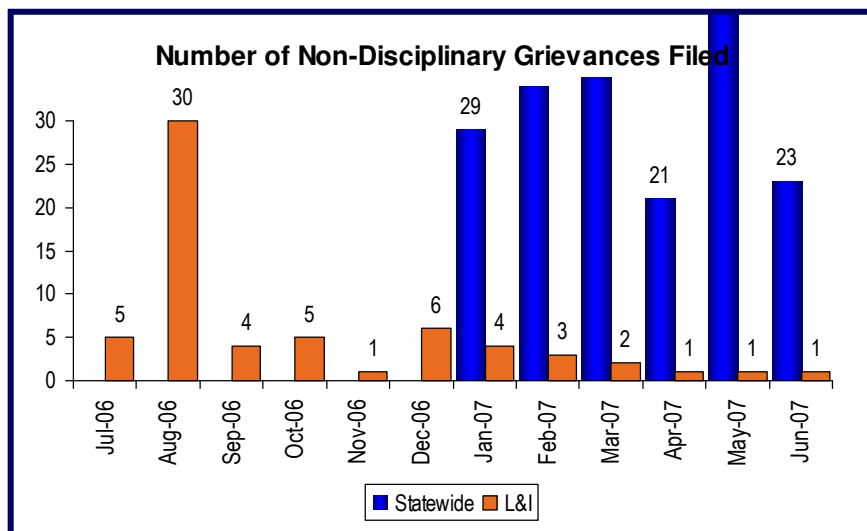Employee survey ratings on "productive workplace" questions
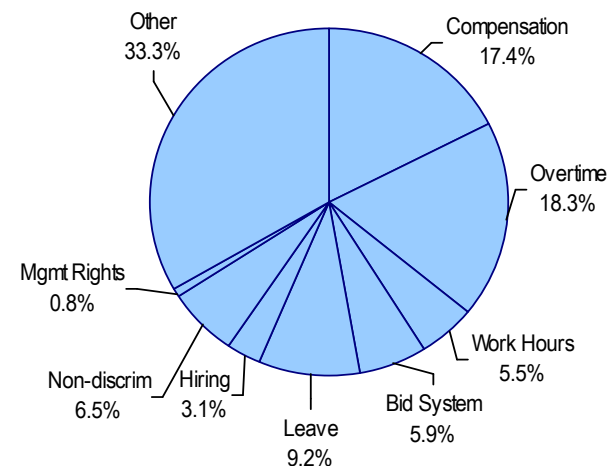
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Sick Leave Use

Legend:
- Per capita SL use - L&I
- Per capita SL use - Statewide
- Just those who took SL - L&I
- Just those who took SL - Statewide

Analysis:

- L&I's average sick leave is 96.8% of the statewide average.

- Among just employees who are sick leave users, L&I employees used 16% less sick leave.

- **Action Steps:**

- L&I's wellness pilot is in the final stages of planning, with an early 2008 kick-off date.

- L&I is developing a format for reporting annual leave, sick leave and leave without pay, by program.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) – L&I	% of SL Hrs Earned (per capita) – L&I	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.2 Hrs	**77.5**%	6.4 Hrs	80%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) – L&I	% SL Hrs Earned (those who took SL) – L&I	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
10.7 Hrs	**133.7**%	11.9 Hrs	148.4%

* Statewide data does not include DOL, DOR, L&I, and LCB
Source: L&I HR Cafe

Sick Leave time period = July 1, 2006 through June 30, 2007
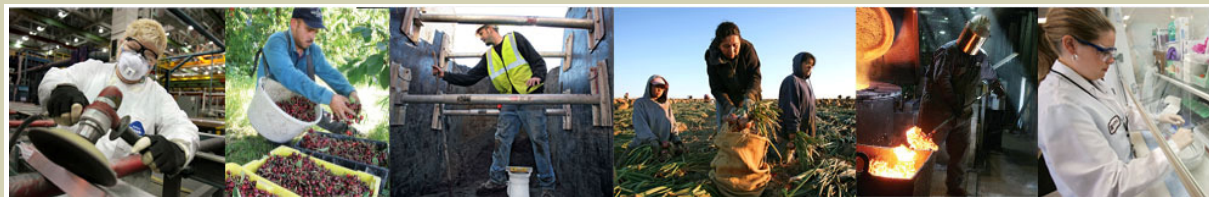
Washington State Department of Labor & Industries

Deploy Workforce

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
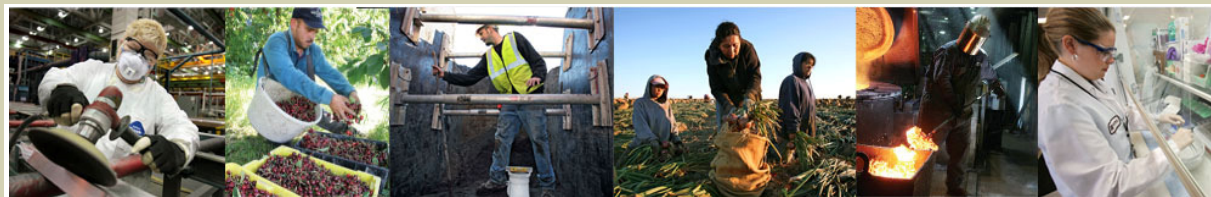
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed

Legend: ■ Statewide ■ L&I

Type of Non-Disciplinary Grievances

- Other 33.3%
- Compensation 17.4%
- Overtime 18.3%
- Work Hours 5.5%
- Bid System 5.9%
- Leave 9.2%
- Hiring 3.1%
- Non-discrim 6.5%
- Mgmt Rights 0.8%

Total Non-Disciplinary Grievances = 63

August 2006 grievance count results from a series of individual grievances over leave without pay that were later rolled into a signel group grievance, then settled.

Data as of 6/30/2007
Source: OFM data

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Deploy Workforce

State Department of
& Industries

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Appeals (mostly non-represented employees)

There are no actions to report.

Deploy Workforce

Outcomes:
Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Analysis:

• L&I adopted a safety core competency in 2004. Injury, claims and timeloss have decreased steadily since then.

• Experience ratings have also decreased.

Action Plan:

• Continue monitoring and reporting.

• Walk the safety talk.

Allowed *Annual Claims Rate**^:
Agency vs. All HR Management Report (HRMR) agencies

*Annual claims rate is # claims / 100 FTE

1 FTE = 2000 hours

^Due to natural lag in claim filing, rates are expected to increase significantly over time

Legend:
— L&I - Total injuries resulting in L&I claim
--- HRMR - Total injuries resulting in L&I claim
— L&I - Total injuries resulting in only medical treatment
--- HRMR - Total injuries resulting in only medical treatment
— L&I - Injuries resulting in lost time and medical treatment
--- HRMR - Injuries resulting in lost time and medical treatment

X-axis: **State Fiscal Quarter** (2002Q3 through 2007Q2)

Injuries by *Occupational Injury and Illness Classification* (OIICS) event:
For fiscal period 2002Q3 through 2007Q2

(categories under 3% or not adequately coded are grouped into 'misc.')
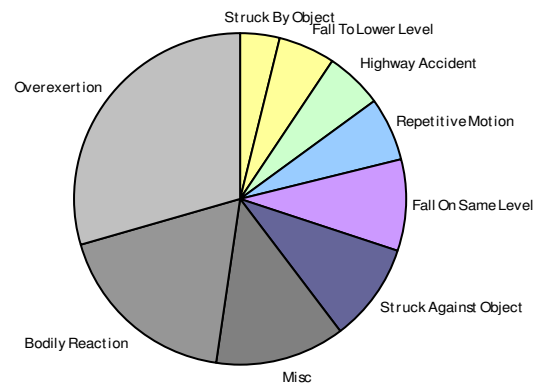
Oiics Code	Oiics Description	Percent	Number
21	Bodily Reaction	18%	103
13	Fall On Same Level	9%	50
11	Fall To Lower Level	5%	30
41	Highway Accident	6%	31
-	Misc	12%	69
22	Overexertion	29%	164
23	Repetitive Motion	6%	35
01	Struck Against Object	10%	54
02	Struck By Object	4%	22

Source: Labor & Industries, Research and Data Services (data as of 09/03/2007)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

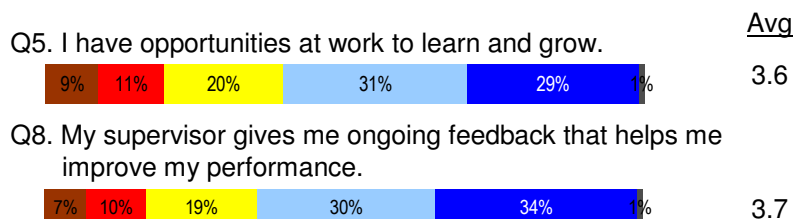**Employee survey ratings on "learning & development" questions**

Competency gap analysis (TBD)

Individual Development Plans

Percent employees with current individual development plans = 87.8%*

*Estimate based on 2,184 of 2,487 reported employee count. Applies to employees in permanent positions, both WMS & GS
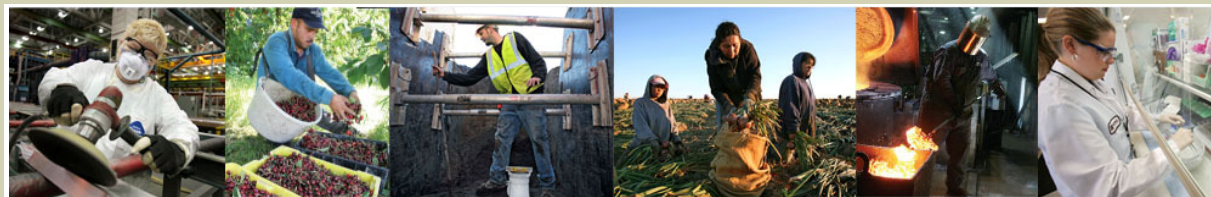
Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 9% | 11% | 20% | 31% | 29% | 1% |

3.6

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 7% | 10% | 19% | 30% | 34% | 1% |

3.7

Overall avg score for Learning & Development Ratings: 3.7

Analysis:

- Clear career paths for critical jobs are not readily available.

- Employees do not feel they have adequate opportunity or guidance for development.

- Supervisors may not know what opportunities to offer or provide.

Action Steps:

- L&I has adopted a priority for succession planning that includes critical skill mapping. Pilot training is anticipated by May 2008.

- Recruitment program includes job search tools, applicant assessment training for critical skills, resume tune-ups and open houses for job seekers to meet hiring authorities.

- **Actual percentage based on October 2007 data is 96.7%**

Data as of 12/2006
Source: DOP Survey results

Washington State Department of Labor & Industries

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees with current performance evaluations = 87.8%*

*Estimate based on 2,184 of 2,487 reported employee count. Applies to employees in permanent positions, both WMS & GS

Data as of 6/30/2007
Source: L&I HRTS

Analysis:

- On June 30, 2007 L&I did not use a reliable reporting system to record evaluation data.

- Due date notices sent to supervisors are late, misrouted or contain stale information as to employee(s) to evaluate, due dates and evaluation types.

- Forms are cumbersome, confusing and lengthy.

Action Steps:

- New form and process beginning July 1, 2007.

- New date tracking system effective July 1, 2007.

- **Actual percentage based on October 2007 data is 96.7%.**

Washington State Department of Labor & Industries

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

**Do employees see a meaningful linkage between their performance and the success of the organization?**

Q3. I know how my work contributes to the goals of my agency. (4.1)

| 2% | 4% | 9% | 38% | 46% | 0% |
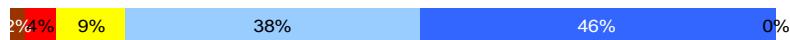
Q10. My performance evaluation provides me with meaningful information about my performance. (3.4)

| 16% | 15% | 19% | 29% | 19% | 3% |

Q11. My supervisor holds me and my co-workers accountable for performance. (4.1)

| 4% | 6% | 11% | 32% | 45% | 1% |

Q9. I receive recognition for a job well done (3.3)

| 11% | 15% | 26% | 25% | 22% | 1% |
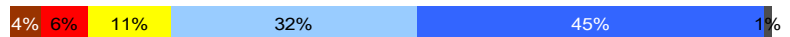
Overall average score for "Performance & Accountability" ratings: 3.7

Data as of December 2006
Source: DOP survey

Analysis:

- "Blue" data is good data!

- A significant population readily sees the connection between their work and agencies goals.

- A significant population does not believe their performance evaluations has value.

- A larger population believes they are not recognized for their good work.

Action Steps:

- Recognition efforts need to be explored and implemented.

- Raters need to identify core knowledge, skills and abilities.

- Raters also need to clearly identify acceptable versus not-acceptable levels of performance.

- Identify and sponsor a recognition committee.

Washington State Department of
Labor & Industries

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken
Time period = July 1, 2006 through June 30, 2007

Dismissals	6
Demotions	2
Suspensions	3
Reduction in Pay*	16
Reprimand	**5**
Total Disciplinary Actions*	**32**

Issues Leading to Disciplinary Action

- Failure to perform or meet expectations.
- Absenteeism
- Misconduct

Data as of 6/30/2007
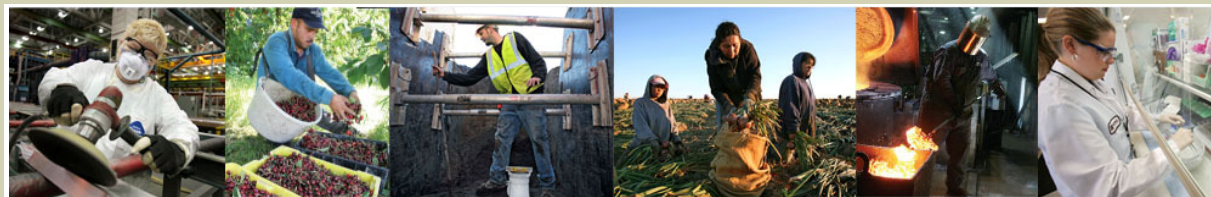Source: L&I Data

Analysis:

- Disciplinary actions are applied consistently across the organization.

- There is still some confusion over "just cause" standards versus corrective action.

Action Steps:

- Continue to monitor and report.

- Leadership Development Program training and targeted training in discipline is scheduled through the coming year.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
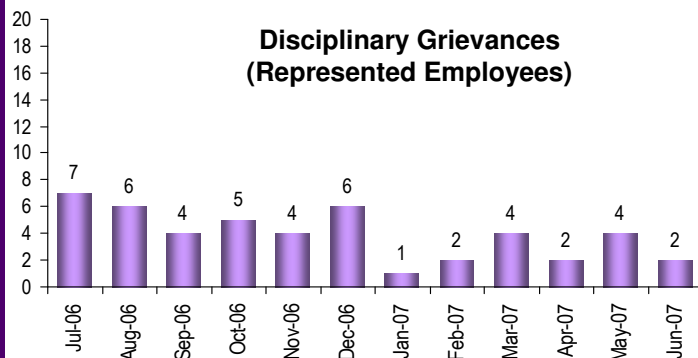
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Month	Value
Jul-06	7
Aug-06	6
Sep-06	4
Oct-06	5
Nov-06	4
Dec-06	6
Jan-07	1
Feb-07	2
Mar-07	4
Apr-07	2
May-07	4
Jun-07	2

Total # Disciplinary Grievances Filed: 47

**Disciplinary Appeals
(Non-Represented Employees
filed with Personnel Resources Board)**

Time Period = [mm/yy] through [mm/yy]

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.
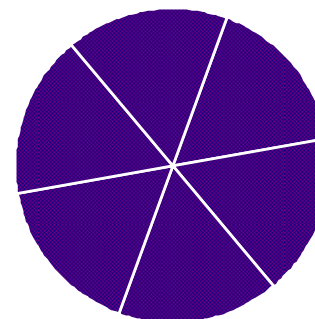
Disposition (Outcomes) of Disciplinary Grievances

Time period = 7/01/2006 – 6/30/2007

- Withdrawn
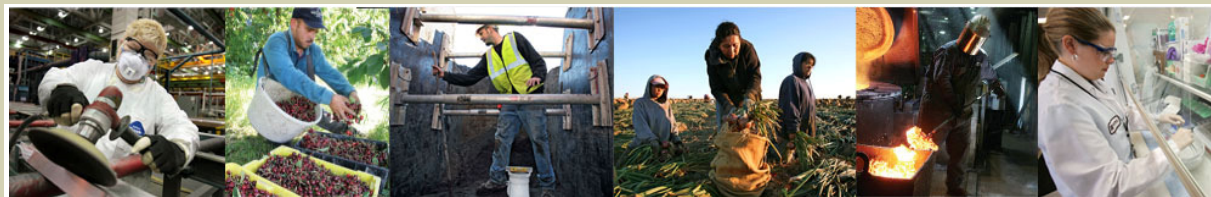- Settled
- Reduced
- Allowed to languish

Disposition (Outcomes) of Disciplinary Appeals*

Time period = 7/01/2006 – 6/30/2006

Data as of 6/30/2007
Source: OFM and L&I data

ULTIMATE OUTCOMES

Employee Survey "Employee Commitment" Ratings

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

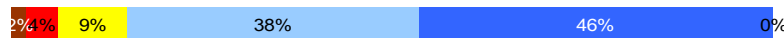Turnover rate: key occupational categories
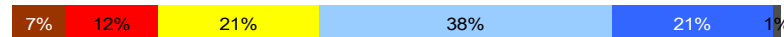
Workforce diversity profile

Retention measure (TBD)

Indicators of Employee Commitment

Q3. I know how my job contributes to the goals of my agency. (4.1)

| 2% | 4% | 9% | 38% | 46% | 0% |

Q12. I know how my agency measures its success. (3.4)

| 7% | 12% | 21% | 38% | 21% | 1% |

Q9. I receive recognition for a job well done (3.3)

| 11% | 15% | 26% | 25% | 22% | 1% |

■ Never   ■ Seldom   ■ Occasionally   ■ Usually   ■ Always

Overall average score for Employee Commitment ratings: 3.7

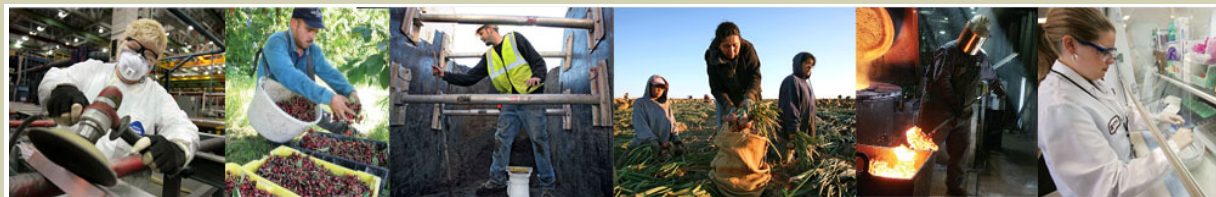Data as of 12/2006
Source: DOP survey

Analysis:

- L&I received low self-assessment scores in the areas of hiring for performance, aligning staff for objectives, promoting high performance and developing its workforce.

- Our Leadership Development Program is providing training and development opportunities for line supervisors through executive managers.

Action Steps:

- L&I instituted a new performance management form and process in July 2007.

- Both require identification of the relationship between work performed, results expected and agency objectives.

- As of October 2007, completion rate on process is 96.7%

Turnover Rates

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

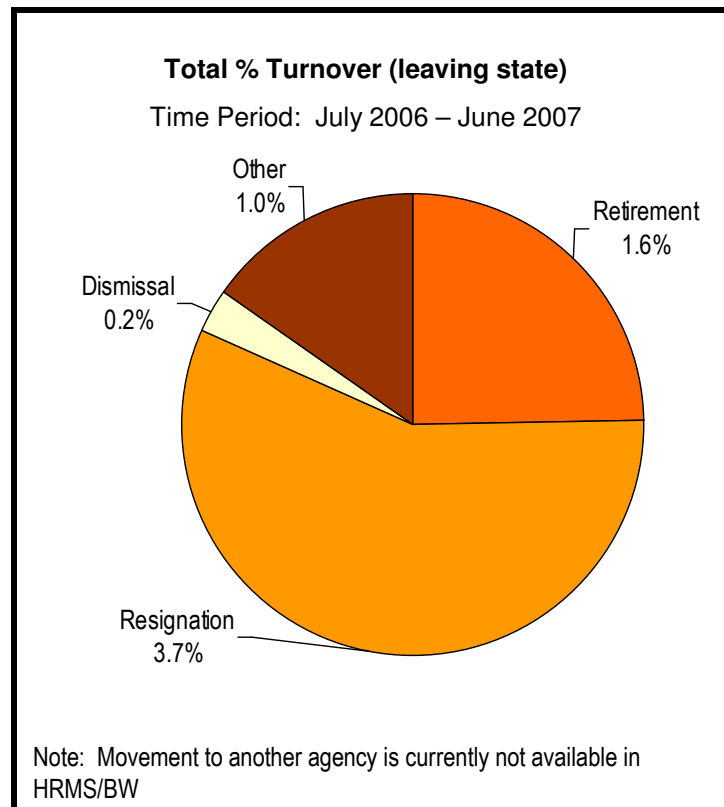Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Total % Turnover (leaving state)

Time Period: July 2006 – June 2007

Other
1.0%

Retirement
1.6%

Dismissal
0.2%

Resignation
3.7%

Note: Movement to another agency is currently not available in HRMS/BW

Total % Turnover: 6.5%
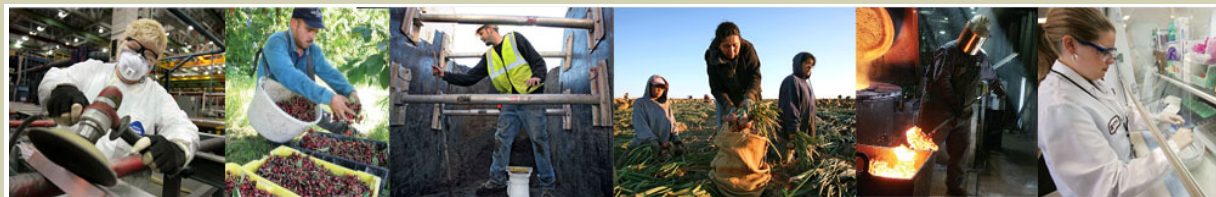
Data as of 6/30/2007
Source: DOP Business Warehouse

Analysis:

- Turnover measures do not capture inter-agency movement or internal churning.

- Workers skilled in particular program knowledge or process are often "cannibalized" to fill higher-level and special project vacancies, leaving key program positions with less-skilled employees.

Action Steps:

- Through research, seek a reliable process for producing turnover data meeting this report's requirements and the additional requirements of hiring managers.

- Develop and report turnover in critical classes.

- Develop career maps and succession plans for critical skills and abilities.

- Study retirement reality versus eligibility.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

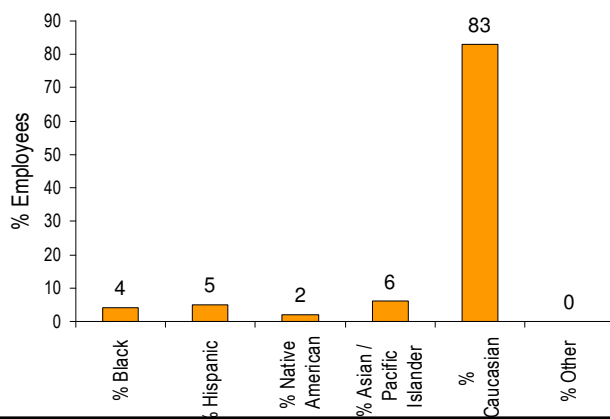**Turnover rates and types**

Turnover rate: key occupational categories
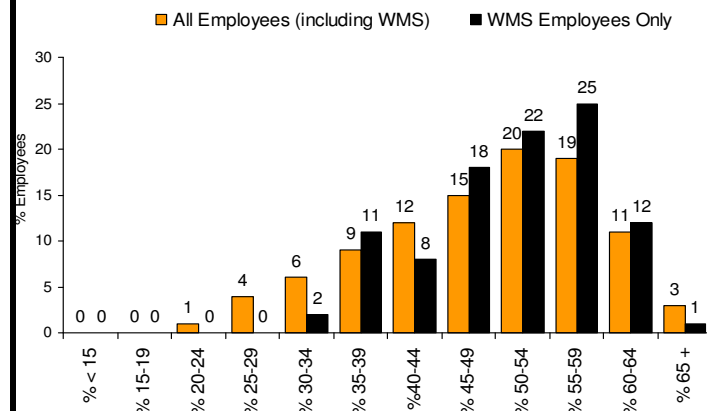
Workforce diversity profile

Retention measure (TBD)
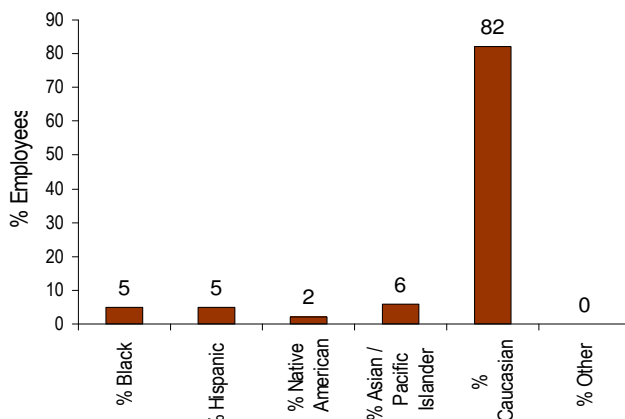
Workforce Diversity Profile

Diversity Profile by Ethnicity - L&I

Bar chart, % Employees:
- % Black: 4
- % Hispanic: 5
- % Native American: 2
- % Asian / Pacific Islander: 6
- % Caucasian: 83
- % Other: 0

Percent Age Distribution

■ All Employees (including WMS) ■ WMS Employees Only

Bar chart, % Employees:

Age	All Employees	WMS Only
% < 15	0	0
% 15-19	0	0
% 20-24	1	0
% 25-29	4	0
% 30-34	6	2
% 35-39	9	11
% 40-44	12	8
% 45-49	15	18
% 50-54	20	22
% 55-59	19	25
% 60-64	11	12
% 65 +	3	1

Diversity Profile by Ethnicity - Statewide

Bar chart, % Employees:
- % Black: 5
- % Hispanic: 5
- % Native American: 2
- % Asian / Pacific Islander: 6
- % Caucasian: 82
- % Other: 0

	Agency	**State**
Female	57%	53%
Disabled	7%	5%
Vietnam Vet	10%	7%
Disabled Vet	3%	2%
People of color	17%	18%
Persons over 40	80%	75%

Data as of 6/30/2007
Source: DOP business warehouse